

S E C R E T

INSPECTOR GENERAL'S SURVEY
OF THE
OFFICE OF PERSONNEL
MAY 1964

S E C R E T

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I. SUMMARY

1. Personnel mangement and career development in CIA are a function of command. Heads of offices and Career Services have primary responsibility for and authority over the people working for them. The Office of Personnel is essentially a staff and support element. It assists the directorates and independent offices in personnel management, and provides a wide range of important employee services, but makes relatively few decisions on hiring, assigning, promoting, transferring, evaluating, disciplining and terminating the staff, contract and proprietary people for whom CIA has some direct or indirect responsibility. This is not said to downgrade the Office in any way. It is, rather, to emphasize that although his statement of functions makes the Director of Personnel "responsible for the development and administration of an Agency-wide personnel program," most of the real responsibility and authority lie with the directorates and heads of independent offices. As indicated below, we believe the authority of the Director of Personnel should be strengthened to be more consistent with his responsibilities and that he should be encouraged to take the initiative in identifying problem areas and when necessary bringing them to the attention of the DDCI, together with recommended solutions.

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2. This is a survey of the Office of Personnel, not of the personnel management policies and practices of the heads of offices and Career Services. However, in the course of the survey, some major personnel matters of common concern came to our attention, and we believe it important to comment on them.

3. We have tried to answer three basic questions:

- a. How well does the Office of Personnel do its job?
- b. Are there changes indicated which would make it more effective?
- c. What are CIA's major personnel problems, and what is being done about them?

4. Our findings are summarized below. Detailed comments and recommendations are contained in Part II of this report.

How well does the Office of Personnel do its job?

We believe the Office does an excellent job of recruiting junior professionals (with major assistance from other components) and in procuring military personnel; of providing support to heads of offices and Career Services in their personnel programs; in the orientation and processing of new personnel; in handling termination cases; and in providing employee services.

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The Office does less well in "reviewing and evaluating the personnel management practices in the Agency"; and in initiating action to correct inadequacies.

The Office recognizes the need to improve several kinds of personnel and manpower control records, and has recently set up a task force to work on these problems.

Are there changes indicated which would make the Office more effective?

The Salary and Wage Division examines several aspects of personnel management of all offices -- position classification, staffing patterns, and wage structure. It should be strengthened by the assignment of more broadly qualified people, renamed the Personnel Management Division and given a broader charter. The new charter should include authority to look into workload, use of people, job qualifications, attrition, promotion policies, adequacy of supervision, identification and handling of problem cases (including marginal performers), as well as those matters now covered, and to make recommendations for changes where indicated. This should be done in close collaboration with the Director of Budget, Program Analysis and Manpower.

We believe that more emphasis should be given to employee counselling.

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More use can be made of the Assessment and Evaluation Staff (of the Medical Staff) in selecting and assigning people, and in trying to reduce attrition.

What are CIA's principal personnel problems and what is being done about them?

The principal personnel problem in CIA is failure of supervision. A number of defalcation and other problem cases reaching the Inspector General are compounded by failure of the supervisor to face his responsibilities and take action in time. This is recognized and action is being taken to deal with it. The program of reorientation on supervisory responsibility, more emphasis on supervisory performance in fitness report, the employees' handbook being prepared by the Office of Personnel, and other measures for follow-up will, we believe, result in improvement. These problems will, however, need continuing attention.

There is a relatively small but disturbing number of marginal performers, misconduct cases, and employees with serious problems affecting their work or raising questions as to their suitability for employment in CIA. Despite DDCI's recent memorandum on Supervisory Performance in Matters of Employee Performance and Behavior, dated 13 March 1964, some cases are not being reported to the Director of Personnel

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until they reach a crisis stage. The Director of Personnel should be encouraged to take greater initiative and provide leadership in organizing an attack on these problems.

There are persistent areas of high professional attrition -- especially in the DD/I. CIA loses too many of its young professionals, and too little is being done about this. The Director of Personnel and office heads should collaborate on a program of reducing attrition where possible.

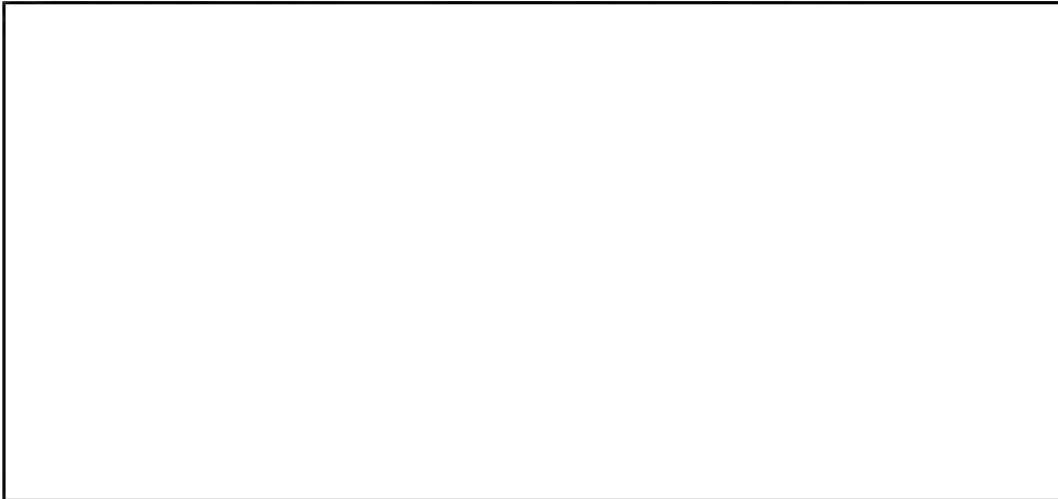
The cost of processing new personnel is high. These costs are increased by high attrition in some areas. We believe these are problem areas which merit further attention; they are the subject of four specific recommendations addressed to the Director of Personnel.

The Director of Personnel is in some cases frustrated because of the autonomy of heads of offices and Career Services. When a serious problem is identified and agreement cannot be reached between the Director of Personnel and the Deputy Director concerned, it should be brought to the attention of the Executive Director or the DDCI for resolution.

There are about 100 key jobs requiring scientific, technical or other specialist skills which are difficult to

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fill. The Office of Personnel and other components have coordinated a drive to locate qualified people for these positions.



The Agency is facing a clerical shortage because of higher clerical attrition than anticipated, a cutback in recruitment and a reduction in size of the clerical pool. Clerical recruitment has been stepped up.



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established new ground rules for insurance benefits for people involved in hazardous and sensitive undertakings which will result in more uniformity. Records on contract employees, consultants, staff agents, proprietary personnel, career agents and contract agents exist, but are not as accurate or subject to the same systematic review as those on staff employees.

5. Although an executive-development program has been recommended in 1952, 1959, 1962 and in 1963, little action has been taken to organize such a program. Projected losses through retirement of senior officials in the 1970's and probable losses of officers on whom CIA has been counting to replace such officials, point up the need for such a program. The Director of Personnel should review these proposals and submit a new program designed to identify and develop employees with potential as generalists to fill senior executive and managerial jobs.

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II. FINDINGS AND
RECOMMENDATIONS

II. A. Office of
Personnel

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10. Special Activities Staff (SAS)

1. We found this Staff of three officers and three clerical personnel to be experienced, able and doing its difficult job well. Most of the work of SAS involves handling of suitability, conduct, problem or termination cases. We believe the Staff does its job with a good balance of firmness and compassion which gives due weight to the interests of both the Agency and the employee.

2. SAS is somewhat frustrated and concerned by what they believe to be failure of supervision in many offices which permits problem cases to reach the point where salvage, transfer or corrective action is impossible and termination is the only solution. SAS believes that the situation has improved over the years but that the Agency has yet to come to grips with many problems in this area. We agree. Further aspects of this problem are covered in a separate memorandum.

3. A member of SAS chairs the Overseas Candidate Review Panel which includes representatives of the Medical Staff and the Office of Security. This panel reviews all proposals for assignment of staff employees overseas in which questions of suitability for such an assignment have been raised. The Overseas Candidate Review Panel does not review such cases involving

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IT. B. Career Officer
Trainee Program

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II. C. Personnel
Processing Costs

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II. D. Assessment and
Evaluation Staff

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D. The Assessment and Evaluation Staff

1. We believe the Assessment and Evaluation Staff (A&E Staff) of the Medical Staff represents a capability which, if fully staffed, could be of considerable assistance in many personnel management problems: recruiting, selection, matching of people and jobs, performance evaluation, in conducting employee morale and attitude studies, reducing attrition and in other ways.

2. Assessment psychologists are in great demand and in short supply. The Agency has not been able to recruit and retain enough qualified psychologists to mount the kind of sustained effort needed. This is fully recognized, and priority is being given to recruiting such people.

It is recommended that:

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The Deputy Director for Support:

a. Continue to give a high priority to recruiting enough qualified professional personnel to bring and keep the A&E Staff up to strength; and

b. Explore with the Chief, Medical Staff, ways in which the A&E Staff can make a greater contribution to the Agency's personnel program.

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